

THE RELATIONSHIP BETWEEN WORK LIFE BALANCE AND HYBRID WORK ON EMPLOYEE PERFORMANCE AT PT INDOBEST ARTHA KREASI

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Abstract

The study aims to determine the relationship between Work Life Balance and Hybrid Work on Employee Performance partially or simultaneously. The research method the author uses is quantitative method and the data used is primary data. This research sample amounted to 70 employees at PT Indobest Artha Kreasi as respondents. The sampling method taken using nonprobability sampling using saturated sampling technique, using a questionnaire instrument to collect data. The results showed that: 1). There is a relationship between Work Life Balance on employee performance partially with a moderate level of interpretation 2). There is a relationship between Hybrid Work on Employee Performance partially with a moderate level of interpretation. 3). There is a relationship between Work Life Balance and Hybrid Work on Employee Performance simultaneously with a moderate level of interpretation. The research implication shows that there is a relationship between Work Life Balance and Hybrid Work on Employee Performance.

Keywords: Hybrid Work, Work Life balance, Employee performance

1. Introduction

In 2024, the work paradigm shift is increasingly evident with the increasing adoption of hybrid models that combine office and home working. This transformation is driven by technological advancements and the need for greater flexibility in work arrangements. Different work environments between home and office have unique characteristics that can affect employees' capabilities and their work-life balance.

Along with technological developments and changes in work paradigms, the concept of work-life balance (WLB) is getting more attention, especially in the context of hybrid work. Hybrid work is a work model that combines in-office and remote work, giving employees the flexibility to choose a suitable

workplace and time. The changes in activities that result from the implementation of WFH make the boundaries between personal and work life blurred. Working time is no longer limited by the term working hours, so work matters can arise anytime and anywhere. Whereas the balance between personal life and work or what is often referred to as Work Life Balance (WLB) is one of the factors that can affect the productivity of an employee at work.

PT Indobest Artha kreasi also uses a hybrid work model. Hybrid work is implemented with the aim of increasing work flexibility and providing flexibility for employees in managing their work time and personal life. However, although hybrid work offers many benefits, its implementation is not free from challenges, especially related to work-life balance. In the context of PT Indobest Artha Kreasi, work-life balance has a significant impact on work environment, communication, and workload. Since the implementation of the flexible working model, many employees have experienced positive changes, such as time savings in commuting and increased comfort while working. However, on the other hand, new challenges have emerged, including difficulties in separating work time and personal time, which can lead to stress and burnout. One of the main issues faced is the lack of clear boundaries between working hours and personal time.

Company assets given or loaned to employees while on hybrid work or work from home (WFH) play an important role in supporting their performance. These assets, such as laptops, software, stable internet access, and other work equipment, are tools that allow employees to work efficiently remotely. If the assets provided by companies, such as PT Indobest Artha Kreasi, are inadequate, this can have a significant impact on work-life balance and employee performance. . When this balance is disrupted, stress and burnout can occur, ultimately affecting employee performance. There are some sections of employees who still use personal assets such as laptops. The use of personal assets for work makes the boundaries between professional and personal life increasingly blurred.

2. Literature Review

Goal Setting Theory

This study uses Goal Setting Theory proposed by Locke, as the main theory that says there is an inseparable relationship between goal setting and performance Goal-setting theory emphasizes the importance of the relationship between goals set and the resulting performance. The basic concept is that someone who is able to understand the goals expected by the organization, then this understanding will affect their work behavior. When employees have a good work-life balance they are more likely to achieve the goals that have been set because their mental and emotional conditions are more stable Hybrid work (a work system that allows employees to work flexibly between work and home).

Employee performance

The success or failure of the organization can be influenced by employee performance. Employee performance achievements will affect the performance of the Company or organization. If employees perform well with high enthusiasm for their work, the goals they want to achieve will be quickly implemented.

According to Alya et al., (2022: 169) argue that performance originally came from the meaning of the word “performance” which means work performance and work results. Has another broad meaning, namely not only the meaning of work results but how the work process takes place.

According to Hadi et al., (2020: 189) In general, employee performance is usually seen based on the results and can also be seen in terms of behavior. Employee performance is assessed by following the work standards set by the Company.

according to Hadi et al., (2020: 189) explains, that employees who have integrity and are able to establish good communication in the workplace and have the potential to experience an increase in their performance.

Work Life Balance

According to Rifai & Syahreza, (2024: 282) states Work Life Balance (WLB) is about creating and maintaining a supportive and healthy work environment, which will allow employees to have a balance between work and personal responsibilities and thus strengthen employee loyalty and productivity.

According to Cahyathi & Riana, (2023: 1869) argue that workload has a positive and significant effect on work life balance. This means that if the workload felt by employees is high, the work life balance will decrease.

According to Minata Ardi et al., (2024: 5599) argue that Work life balance is the extent to which individuals are involved and feel satisfied in terms of time and psychological involvement and their roles in work life and personal life. Individuals who are able to maintain work-life balance are individuals who are more concerned with their psychological well-being than the pursuit of wealth alone.

Hybrid Work

Hybrid working is a working model that combines work from home and work from office. . With a hybrid workforce in place, employees can work remotely within the confines of individually or collectively negotiated work arrangements. However, the implementation of hybrid workforce poses several challenges for employees such as communication, unevenness of tech-savvy employees, irregular working hours and the risk of internal problems in the team.

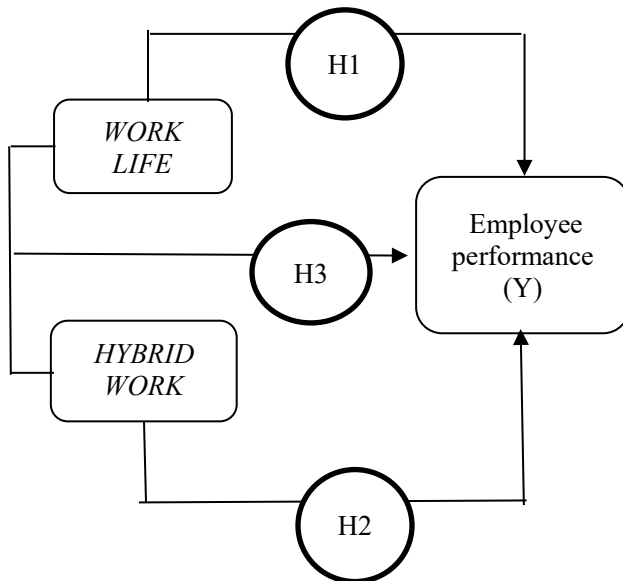
According to Ananta & Setyanto, (2022: 121) argue that hybrid working includes the freedom of employees to choose where they work. Employees can determine where they want to work, in the office or outside the office. So that companies that implement this system or concept will give their employees the freedom to work anywhere.

According to Tampubolon & Pakuan, (2023: 109) argue also states that there are several indicators to measure the hybrid work model, namely workspace flexibility, work time flexibility, provisions for employees to work remotely and provisions for employee work-life balance.

According to Tampubolon & Pakuan, (2023: 109). stated that the characteristics of hybrid work models include boundarylessness, multitasking, interruptions that are not related to work, and demand for constant learning as examples of hybrid work characteristics. So from these two opinions it can be interpreted that the hybrid work method can work freely and flexibly.

Conceptual Framework

From the results of the review of various previous studies above, the authors determine the independent variables of this study are Work life balance and Hybrid Work. While the dependent variable in this study is Employee Performance. Based on the relationship between these variables, it can be described in the conceptual framework as follows:



H1: the relationship between work life balance and employee performance

H2: the relationship of hybrid work to employee performance

H3: the relationship between work life balance and hybrid work on employee performance

The Relationship Between Work Life Balance And Employee Performance

Work life balance (WLB) is a balance between work responsibilities and personal life that can affect employee performance. This balance is considered an important element that allows employees to live a

healthy personal life without sacrificing productivity at work. A good work life balance can increase commitment and job satisfaction, which leads to improved employee performance.

The Relationship Of Hybrid Work To Employee Performance

Hybrid work, which is a combination of working from home (WFH) and working in the office. Some of the reasons supporting this preference include greater flexibility, better time efficiency, and increased productivity. The hybrid work system gives employees the freedom to manage their time and workplace, allowing them to balance the demands of work and personal life more effectively. Therefore, it is important to analyze how this hybrid system affects employee performance.

The Relationship Between Work Life Balance And Hybrid Work On Employee Performance

The concepts of work-life balance and hybrid work have become very relevant in improving employee well-being and performance. Along with the shift to a more flexible work paradigm, organizations are increasingly paying attention to the balance between work and personal life of employees as an important factor affecting productivity and performance. The hybrid work model, which allows employees to work both from home and the office, is gaining widespread acceptance as it is considered to provide an effective solution for achieving work-life balance. The relationship between work-life balance, hybrid work, and employee performance is an important topic to analyze as it has direct implications for organizational effectiveness and success.

METHODOLOGY

The research method the author uses is quantitative method and the data used is primary data, according to Sugiyono, (2024: 15) quantitative methods are based on the philosophy of positivism, quantitative methods are called scientific methods (using strict steps; objective, because researchers keep their distance from those studied) quantitative methods are more confirmatory (to confirm or test the theory). In quantitative research, researchers use instruments to collect data or measure the value of the variables under study.

Variable measurement

In this study, there are 2 independent variables studied, namely work life balance (X1) and hybrid work (X2) and there are 1 dependent variable studied, namely Employee Performance (Y).

Population

The population in this study were 70 employees of PT Indobest Artha Kreasi.

Sample

Saturated sampling is a sample selection technique if all members of the population are sampled and the sampling technique in this study uses a saturated sample of 70 employees. The sampling method taken uses nonprobability sampling, which is a sample selection technique that does not provide equal opportunities / opportunities for loyal elements or members of the population to be selected as samples.

Data Analysis Method

Descriptive Statistical Analysis

According to Sugiyono, (2024: 226) descriptive analysis is a statistic used to manage data by describing or describing the data that has been collected in accordance with actual conditions without aiming to make general conclusions or generalizations. Descriptive analysis is good to use if the researcher only wants to describe sample data without trying to draw conclusions for the wider population.

Instrument test

a. Validity test

Validity according to Ghozali (2021: 66-67) “the validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the statements on the questionnaire are able to reveal something that will be measured by the questionnaire.”

b. Reliability Test

According to Ghozali (2021: 61-62), reliability is a measurement method that aims to assess the extent to which a questionnaire can produce consistent and stable data in various conditions and different times.

Classic Assumption Test

a. Normality Test

According to Ghozali (2021: 187) the normality test aims to assess whether in the regression model, confounding or residual variables have a normal distribution.

b. Multicolonierity test

According to Ghozali (2021: 157), the multicollinearity test is carried out to determine whether there is a relationship or correlation between independent variables in a regression model. The ideal regression model should not experience multicollinearity problems, meaning that the independent variables used in the model are not significantly correlated with each other.

c. Heteroscedasticity Test

According to Ghozali (2021: 178), the heteroscedasticity test is used to assess whether there are differences in the variance of residuals between observations in a regression model.

Regression Analysis Test

a. Simple regression analysis

The analytical technique used to test the hypothesis in this study is simple regression. According to Sugiyono, (2024: 299) regression is used to predict the value of the dependent variable employee performance (Y) based on the value of the independent variable (X) free. Simple regression is based on the functional or causal relationship of one independent variable with one dependent variable.

b. Multiple Regression Analysis

According to Sugiyono, (2024: 307) multiple regression is used what if the researcher wants to predict how the dependent variable (Y) will rise and fall, if two or more independent variables as predictor factors so multiple regression analysis will be done if the number of independent variables is at least 2.

Correlation test

a. Simple correlation analysis

The use of simple correlation analysis to determine the degree of relationship between work life balance and hybrid work with Employee Performance.

b. Multiple Correlation Analysis

Multiple correlations are numbers that indicate the strength of the relationship between two variables simultaneously or more with other variables. This analysis is used to find the relationship between two independent variables together associated with the dependent variable so that it can be known how much the contribution of all independent variables to the study is.

Determination test

According to Ghozali (2021: 97) The determination test is to measure how far the mode's ability to explain the variation in the dependent variable. The coefficient of determination is between no and one. A small R² value means that the ability of the independent variables to explain the variation in the dependent variable is very limited. A value close to 1 means that the variables provide almost all the information needed to predict the variation in the dependent variable.

Hypothesis testing

a. Test t (Partial)

Hypothesis testing is used to test the effect of each independent variable used on the dependent variable partially. Test whether the independent variables work life balance and hybrid work affect the dependent variable employee performance.

b. Test F (Simultaneous)

The simultaneous test is used to test whether there is a significant influence between the independent variables together on the dependent variable on the feasibility of the resulting model using the model feasibility test at the α level of 5%.

RESULTS AND DISCUSSION

Descriptive Statistics Test

a. employee performance variable (Y)

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Y1	70	3	5	4.30	.709
Y2	70	3	5	4.14	.621
Y3	70	1	5	4.04	.788
Y4	70	2	5	3.97	.834
Y5	70	3	5	4.04	.647
Y6	70	2	5	3.94	.759
Y7	70	2	5	4.17	.761
Y8	70	2	5	4.04	.690
Y9	70	3	5	4.10	.725
Y10	70	3	5	4.19	.644
Total	70	31	50	40.94	4.690
Valid N (listwise)	70				

b. Work life balance variabel(X1)

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
X1.1	70	1	5	3.91	.697
X1.2	70	3	5	4.13	.588
X1.3	70	2	5	3.79	.679
X1.4	70	3	5	4.21	.562
X1.5	70	2	5	3.97	.761
X1.6	70	2	5	4.03	.680
X1.7	70	2	5	3.91	.608
X1.8	70	2	5	3.97	.680
X1.9	70	2	5	4.06	.587
X1.10	70	2	5	4.21	.635
Total	70	29	50	40.20	3.541
Valid N (listwise)	70				

c. Hybrid Work variabel(X2)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
X2.1	70	1	5	4.10	.871
X2.2	70	1	5	4.13	.883
X2.3	70	1	5	4.13	.741
X2.4	70	2	5	4.09	.676
X2.5	70	2	5	4.13	.760
X2.6	70	2	5	4.24	.711
X2.7	70	1	5	4.17	.722
X2.8	70	2	5	3.99	.771
X2.9	70	2	5	4.07	.748
X2.10	70	3	5	4.60	.549
Total	70	26	50	41.64	5.045
Valid N (listwise)	70				

The table above shows that the amount of data used in this study was 70 samples. The dependent variable, namely Employee Performance, has the lowest value of 31, the largest value is 50, with an average value of 40.94, and a standard deviation of 4.690. The independent variable, Work Life Balance, has the lowest value of 29, the largest value is 50, with an average value of 40.20, and a standard deviation of 3.541. The independent variable Hybrid Work has the lowest value of 26, the largest value of 50 with an average value of 41.64 and a standard deviation of 5.045.

Validity Test

For that, find the r table for $\alpha = 0.05$. To find rtable, $df = n - 2$, it is known that $df = 70 - 2 = 68$, the rtable value is 0.235.

Variabel	No Item	r Hitung	r Tabel	Keterangan
Work Life balance (X1)	X1.1	0,724	0,235	Valid
	X1.2	0,649	0,235	Valid
	X1.3	0,386	0,235	Valid
	X1.4	0,350	0,235	Valid
	X1.5	0,610	0,235	Valid
	X1.6	0,509	0,235	Valid
	X1.7	0,527	0,235	Valid
	X1.8	0,664	0,235	Valid
	X1.9	0,524	0,235	Valid
	X1.10	0,484	0,235	Valid

Hybrid Work (X2)	X2.1	0,796	0,235	Valid
	X2.2	0,822	0,235	Valid
	X2.3	0,735	0,235	Valid
	X2.4	0,566	0,235	Valid
	X2.5	0,743	0,235	Valid
	X2.6	0,711	0,235	Valid
	X2.7	0,705	0,235	Valid
	X2.8	0,794	0,235	Valid
	X2.9	0,385	0,235	Valid
	X2.10	0,403	0,235	Valid
Kinerja Karyawan (Y)	Y1	0,650	0,235	Valid
	Y2	0,585	0,235	Valid
	Y3	0,667	0,235	Valid
	Y4	0,763	0,235	Valid
	Y5	0,732	0,235	Valid
	Y6	0,614	0,235	Valid
	Y7	0,567	0,235	Valid
	Y8	0,668	0,235	Valid
	Y9	0,666	0,235	Valid
	Y10	0,604	0,235	Valid

The table above shows that each r count $>$ from the value of 0.235, this shows that each questionnaire is declared valid and can be used as a data collection tool in research.

Reliability Test

Variabel	Cronbach Alpha	Keterangan
Work Iife Balance (X1)	0,846	Reliabel
Hybrid Work (X2)	0,864	Reliabel
Kinerja Karyawan (Y)	0,849	Reliabel

The reliability test results show that the Work Iife Balance (X1), Hybrid Work (X2), Employee Performance (Y) variables have very high reliability, because they have a reliability coefficient of $>$ 0.800. The instrument indicator is declared highly reliable is $>$ 0.70. by looking at the reliability coefficient value and consulted the reliability coefficient interval, so that it is known that the level of reliability is high

Classical Assumption Test

a. Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		70	
Normal	Mean	.0000000	
Parameters ^{a,b}	Std. Deviation	.10004344	
Most Extreme	Absolute	.089	
Differences	Positive	.087	
	Negative	-.089	
Test Statistic		.089	
Asymp. Sig. (2-tailed) ^c		.200 ^d	
Monte Carlo Sig.	Sig.	.173	
(2-tailed) ^e	99% Confidence Interval	Lower Bound	.164
		Upper Bound	.183

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.
- e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 299883525.

The data normality test can be done using the One Sample Kolmogorov-Smirnov test, which is provided that if the significance value is above or equal to 0.05, the data is normally distributed. Meanwhile, if the One Sample Kolmogorov-Smirnov results show a significant value below 0.05 then the data is not normally distributed.

From the One-Sample Kolmogorov- smirnov Test table, the Asymp.Sig (2-tailed) number of 0.200 is greater than 0.05, so it can be concluded that the data comes from a population with a normal distribution.

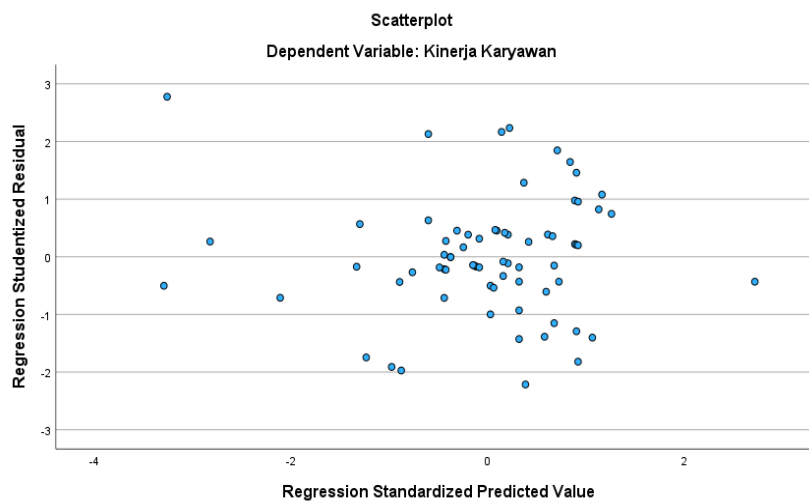
b. Multicollinearity Test

Model	Unstandardized Coefficients		Coefficients ^a			Collinearity Statistics	
	B	Std. Error	Standardized Coefficients Beta	t	Sig.	Tolerance	VIF
(Constant)	11.769	5.917		1.989	.051		
Wor Life Balance	.438	.150	.331	2.923	.005	.843	1.186
Hybrid Work	.279	.107	.296	2.617	.011	.843	1.186

a. Dependent Variable: Kinerja Karyawan

Based on the results of multicollinearity testing in the table above, the tolerance value of the Work Life Balance variable is 0.843 and Hybrid Work is 0.843, where both are less than 1 and the Varianceinflation Factor (VIF) value of the Work Life Balance variable is 1.186 and Hybrid Work is 1.186 where the value is less than 10. Thus this regression model has no multicollinearity.

c. Heteroscedasticity Test



Based on the results of the picture above, the points on the scatterplot graph do not have a clear distribution pattern or do not form a certain pattern and the points spread above and below axis 0. Thus this shows that there is no heteroscedasticity disorder in the regression model so that the regression model is suitable for use.

Regression Analysis Test

a. simple regression

Simple regression test of work life balance on employee performance

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	305.121	1	305.121	17.110	<,001
Residual	1212.651	68	17.833		
Total	1517.771	69			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Work Life Balance

Based on the output table above, it is known that the F value is 17.110 with a significant level of $0.001 < 0.05$, so the regression model can be used to predict the participation variable, in other words, there is an influence of the Work life balance variable (X1) with Employee Performance (Y).

Simple regression test Hybrid work on employee performance

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	277.336	1	277.336	15.203	<,001 ^b
Residual	1240.436	68	18.242		
Total	1517.771	69			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Hybrid Work

Based on the output table above, it is known that the F value is 15.203 with a significant level of $0.001 < 0.05$, so the regression model can be used to predict the participation variable in other words there is an influence of the Hybrid Work variable (X2) with Employee Performance (Y).

b. multiple regression

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11.769	5.917		1.989	.051
Work Life Balance	.438	.150	.331	2.923	.005
Hybrid Work	.279	.107	.296	2.617	.011

a. Dependent Variable: Kinerja Karyawan

In the table above Coefficients, Unstandardized Coefficients column B on Constanta (a) is 11.769, the Work Life Balance score (b) is 0.438, the Hybrid Work score (c) is 0.279 based on these data, the regression equation is obtained

$$Y = 11.769 + 0.438 X1 + 0.279 X2 + e$$

a) The constant value of 11.769 means that if the Work Life Balance (X1) and Hybrid Work (X2) variables do not exist, there is an Employee Performance (Y) value of 11.769.

b) Regression coefficient of Work Life Balance variable (X1) of 0.438, Hybrid Work (X2) of 0.279 on Employee Performance (Y) of 11.769 Based on this regression coefficient on each variable, it can be explained that the most influential variable on employee performance (Y) is Work Life Balance (X1) which has a greater regression coefficient value of 0.438 compared to the Hybrid Work variable (X2) of 0.279

Correlation Test

Simple Correlation

Simple Correlation Test of Work Life Balance (X1) on Employee Performance (Y)

Correlations

		Work Life Balance	Kinerja Karyawan
Work Life Balance	Pearson Correlation	1	.448**
	Sig. (2-tailed)		<.001
	N	70	70
Kinerja Karyawan	Pearson Correlation	.448**	1
	Sig. (2-tailed)	<.001	
	N	70	70

** . Correlation is significant at the 0.01 level (2-tailed).

Based on the table above, the correlation coefficient of the Work Life balance variable is 0.448. Based on the guidelines, the correlation interpretation value is in the range of values “0.40 - 0.599”, meaning that the Work Life balance variable on Employee Performance includes a relationship with a moderate level of interpretation.

Simple Correlation Test Hybrid Work (X2) to Employee Performance (Y)

Correlations

		Hybrid Work	Kinerja Karyawan
Hybrid Work	Pearson Correlation	1	.427**
	Sig. (2-tailed)		<.001
	N	70	70
Kinerja Karyawan	Pearson Correlation	.427**	1
	Sig. (2-tailed)	<.001	
	N	70	70

** . Correlation is significant at the 0.01 level (2-tailed).

From the table above, it is known that the significant value is <.001, so it is said that the correlation between the variables and the correlation value is R of 0.525. This means that based on the guidelines for the correlation interpretation value in the range of values “0.40 - 0.599” that the Work Life Balance and Hybrid Work variables on Employee Performance include a relationship with a moderate level of interpretation.

Multiple Correlation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.525 ^a	.275	.253	4.05224	.275	12.715	2	67	<.001

a. Predictors: (Constant), Hybrid Work, Work Life Balance

From the table above, it is known that the significance value is <0.001, indicating that the correlation between the variables is significant. The correlation value (R) is 0.525, which, based

on the correlation interpretation guidelines, falls within the range of "0.40 – 0.599." This means that the variables Work-Life Balance and Hybrid Work have a moderate level of correlation with Employee Performance

Determination Coefficient Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.525 ^a	.275	.253	4.05224

a. Predictors: (Constant), Hybrid Work, Work Life Balance

Based on the test results in the table above, the coefficient value is 0.275, it can be concluded that the Work Life Balance and Hybrid Work variables on Employee Performance are 0.275 while the rest is influenced by other factors that are not carried out by research.

Hypothesis Test

a. T Test (Partially)

Untuk mengetahui nilai t tabel menggunakan rumus:

$$T \text{ tabel} = t (a/2 ; n-k-1)$$

$$T (0,05/2 ; 70-2-1) = 0,025 ; 67 = T \text{ tabel } 1,99$$

T Test Work Life Balance (X1) on Employee Performance (Y)

From the **Coefficients^a**

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
(Constant)	17.070	5.793		2.946	.004
Work Life Balance	.594	.144	.448	4.136	<,001

a. Dependent Variable: Kinerja Karyawan
 significant value of the Work Life Balance (X1) relationship on Employee Performance (Y) is 0.001 <0.05 and t count 4.136> 1.996.

H1: accepted because there is a relationship between Work Life Balance (X1) on Employee Performance (Y)

T Test Hybrid Work (X2) on Employee Performance (Y)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	24.289	4.302		5.646	<,001
Hybrid Work	.402	.103	.427	3.899	<,001

a. Dependent Variable: Kinerja Karyawan

From the table above, the t test (Partial) shows that the significant value of the Hybrid Work (X2) relationship on Employee Performance (Y) is 0.001 <0.05 and t count 3.899> 1.996.

H2: accepted because there is a relationship between Hybrid Work (X1) on Employee Performance (Y)

F Test (Simultaneous)

To find out the value of t table using the formula:

$$(k;n-k) = (2;70-2) = (df-2 \text{ to } 68) = 3.13$$

F Test Work Life Balance (X1) and Hybrid Work (X2) on Employee Performance (Y)

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	417.586	2	208.793	12.715	<,001 ^b
Residual	1100.185	67	16.421		
Total	1517.771	69			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Hybrid Work, Work Life Balance

From the table above, the simultaneous f test shows that the significant value of the relationship between Work Life Balance (X1) and Hybrid Work (X2) on Employee Performance (Y) is 0.001 <0.05 and f count 12.715> f table 3.13.

H3: accepted because there is a relationship between Work Life balance and Hybrid Work (X1) on Employee Performance (Y) simultaneously (together).

Interpretation of Research Results

1. The Relationship Between Work-Life Balance (X1) and Employee Performance (Y)

Based on the results of the partial hypothesis test, the relationship between Work-Life Balance and Employee Performance obtained a t-table value using the formula $T(0.05/2; 70-2-1) = 0.025; 67 = \mathbf{t-table 1.996}$. This shows that the significance value of the relationship between Work-Life Balance (X1) and Employee Performance (Y) is $0.001 < 0.05$, and the calculated t-value is $4.136 > 1.996$. This means:

H1 is accepted, as there is a significant relationship between Work-Life Balance (X1) and Employee Performance (Y).

The results of the **t-test** indicate that Work-Life Balance has a relationship with Employee Performance. This research finding is in line with the study conducted by Cahyathi & Riana (2023:1872).

2. The Relationship Between Hybrid Work (X2) and Employee Performance (Y)

Based on the results of the partial hypothesis test, the relationship between Hybrid Work and Employee Performance obtained a t-table value using the formula $T(0.05/2; 70-2-1) = 0.025; 67 = \mathbf{t-table 1.996}$. This shows that the significance value of the relationship between Hybrid Work (X2) and Employee Performance (Y) is $0.001 < 0.05$, and the calculated t-value is $3.899 > 1.996$. This means:

H2 is accepted, as there is a significant relationship between Hybrid Work (X2) and Employee Performance (Y).

The results of the **t-test** indicate that Hybrid Work has a relationship with Employee Performance. This research finding is in line with the study conducted by Radjab Tampubolon (2023).

3. The Relationship Between Work-Life Balance (X1) and Hybrid Work (X2) on Employee Performance (Y)

Based on the results of the simultaneous hypothesis test, the relationship between Work-Life Balance (X1) and Hybrid Work (X2) on Employee Performance (Y) obtained an **f-table** value using the formula $(k; n-k) = (2; 70-2) = (df-2 \text{ to } 68) = 3.13$. The **F-test** shows that the significance value of the relationship between Work-Life Balance (X1) and Hybrid Work (X2) on Employee Performance (Y) is $0.001 < 0.05$, and the calculated **F-value** is $12.715 > 3.13$ (**f-table**).

H3 is accepted, as there is a simultaneous (joint) relationship between **Work-Life Balance (X1) and Hybrid Work (X2) on Employee Performance (Y)**.

The results of the **F-test** indicate that Work-Life Balance and Hybrid Work have a relationship with

Employee Performance. This research finding is in line with the study conducted by Tampubolon & Pakuan (2023:109).

CONCLUSION

Based on the research findings and the discussion presented in the previous chapter, the conclusion of this study regarding the relationship between Work-Life Balance and Hybrid Work on Employee Performance is as follows:

1. There is a partial relationship between Work-Life Balance (X1) and Employee Performance (Y).
This is proven by a simple correlation test, which shows a moderate level of relationship. Additionally, the hypothesis test results indicate $0.001 < 0.05$ and a t-value of $4.136 > 1.996$. This implies that Work-Life Balance has a relationship with Employee Performance, but it is not highly significant, resulting in less than optimal employee performance.
2. There is a partial relationship between Hybrid Work (X2) and Employee Performance (Y).
This is proven by a simple correlation test, which shows a moderate level of relationship. Additionally, the hypothesis test results indicate $0.001 < 0.05$ and a t-value of $3.899 > 1.996$. This implies that Hybrid Work has a relationship with Employee Performance, but it is not highly significant, leading to less than optimal employee performance.
3. There is a simultaneous relationship between Work-Life Balance and Hybrid Work on Employee Performance. This is proven by a correlation test, both partially and simultaneously, which shows a moderate level of relationship. Additionally, the hypothesis test results indicate $0.001 < 0.05$ and an F-value of $12.715 > F$ -table value of 3.13. This implies that Work-Life Balance and Hybrid Work together have a relationship with Employee Performance, but it is not highly significant, which results in less than optimal employee performance.

The limitations of this study are as follows:

1. This study is limited to only two variables: **Work-Life Balance** and **Hybrid Work**.
2. The sample size used in this study consists of only **70 respondents**.
3. Respondents from various departments have different work contexts, which may lead to **varying interpretations** of the concepts of **Work-Life Balance** and **Hybrid Work**. Additionally, some respondents may feel uncomfortable providing their honest opinions, especially if they believe their responses could impact their working relationships.

Recommendations

Based on the conclusions and research findings, the following recommendations are proposed:

1. Since the relationship between **Work-Life Balance** and **Hybrid Work** with **Employee Performance**, both partially and simultaneously, was found to be **less significant**, it is necessary to further improve **Work-Life Balance** and **Hybrid Work** initiatives. Enhancing these aspects could lead to a **more significant impact** and help achieve **optimal employee performance**.
2. **PT Indobest Artha Kreasi** has unique characteristics as a **PPOB company** that manages **real-time transactions** and serves various customer needs. Therefore, future research should consider incorporating **additional, more relevant variables** to obtain **highly significant results**.

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8 February 2025

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